ACHE members are assigned to one of six administrative districts based on where they work. Five of these districts are geographic segments of the United States, Canada and U.S. territories. The sixth district is for the members employed by the uniformed services or Veterans Affairs.

These administrative districts serve as the mechanism by which your elected leaders come together to discuss important issues that affect ACHE members and to provide advice and counsel to the Board of Governors.

This map shows the geographic division of the administrative districts, and the following pages provide you with contact information for your elected leaders.
# Regent Operating Manual
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2018-2019

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Introduction

This manual is designed to help Regents perform their responsibilities. The position description for the geographic Regent is included in Appendix A and for the federal sector Regent in Appendix B. The position description for the Regent-at-Large is included in Appendix C. These position descriptions, which have been developed and approved by the ACHE Board of Governors, help guide Regents in their roles. This manual is organized by the major responsibilities in the following sections:

- **General Background and Contact Information**: ACHE terminology, financial support for Regents and contact information for key staff in the Division of Regional Services
- **ACHE Governance**: How ACHE’s governance system works and the Regent role within that system
- **Chapter Relations**: ACHE’s relationship with chapters and the Regent role in furthering this relationship in the service of our members
- **Healthcare Community Outreach**: Interaction with the local healthcare community including the Higher Education Network and state hospital associations
- **Communication and Visibility**: Regent responsibilities for the quarterly “Message from the Regent,” Regent Awards and the ACHE Recognition Program
- **Attendance and Participation**: Your role at the Congress on Healthcare Leadership and other meetings and events
- **Reporting and Recognition**: How to report your activities and Regent recognition opportunities
General Background and Contact Information

Terminology

- **Board of Governors** = The Board is composed of 12 elected Governors, 3 Chairman Officers, and the president/CEO of ACHE (nonvoting). Its powers and duties are defined by the ACHE Bylaws. The Board of Governors also serves as the Board of Directors for the Foundation of ACHE, which operates under its own Bylaws.

- **Chairman Officers** = The Chairman, the Chairman-Elect and the Immediate Past Chairman of ACHE make up the Executive Committee of the Board of Governors.

- **Convocation Year** = The year that begins at the end of the Council of Regents meeting and ends after the next Council of Regents meeting, generally mid-March to mid-March. This year signals the beginning and ending of all ACHE elected leader terms of office.

- **Council of Regents** = The name of the group of all Regents. The Council operates in an advisory capacity to the Board of Governors, and serves an important role in the election of the Chairman-Elect, Governors, and Regents-at-Large and the recommendation of the Nominating Committee appointees.

- **District** = A district segments the ACHE membership for the purpose of ACHE governance. There are five geographic districts and one district for federal sector healthcare executives. Geographic Regents are assigned to districts (1-5) based on the geographic location of their jurisdiction and all federal sector Regents are assigned to District 6. Each district has a Regent-at-Large.

- **Jurisdiction** = The geographic area or membership segment that you represent as Regent. Geographic Regents represent the members that work in a geographic area (defined by ZIP code) except when those members are employed by one of the branches of the U.S. uniformed services or the Department of Veteran Affairs. Regents-at-Large do not have specific jurisdiction; their constituents are the other Regents in their district.

- **Regional Director** = A manager within the Division of Regional Services assigned to be the primary point-of-contact for Governors, Regents and chapter leaders within a district. Each regional director is assigned two districts and is responsible for other project leadership roles within the division and ACHE.

The Division of Regional Services

The 10-member Division of Regional Services exists to assist Governors, Regents and chapter leaders in successfully carrying out their roles and responsibilities. You are encouraged to call your assigned regional director with any questions related to your role as a Regent or to request assistance.
Desmond J. Ryan, FACHE, CAE  
Vice President  
Tel: (312) 424-9325, Fax: (312) 424-2836  
Email: dryan@ache.org

Jennifer L. Connelly, FACHE, CAE  
Associate Director  
Tel: (312) 424-9320, Fax: (312) 424-2836  
Email: jconnelly@ache.org

Gerard J. Berish, CAE  
Regional Director  
Tel: (312) 424-9323, Fax: (312) 424-2836  
Email: gberish@ache.org

<table>
<thead>
<tr>
<th>District One</th>
<th>District Five</th>
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<tr>
<td>Canada, Connecticut, Delaware, Maine,</td>
<td>Alaska, Arizona, California, Colorado, Hawaii,</td>
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<td>Massachusetts, New Hampshire, New</td>
<td>Idaho, Montana, Nevada, Oregon, Utah, Washington,</td>
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<tr>
<td>Jersey, New York, Pennsylvania, Rhode</td>
<td>Wyoming</td>
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<tr>
<td>Island, Vermont</td>
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Tammy G. Dillard-Steels, CAE  
Regional Director  
Tel: (312) 424-9328, Fax: (312) 424-2836  
Email: tdillard-steels@ache.org

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<th>District Three</th>
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Terra L. Levin, FACHE, CAE  
Senior Regional Director  
Tel: (312) 424-9329, Fax: (312) 424-2836  
Email: tlevin@ache.org

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<th>District Two</th>
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<td>Maryland, North Carolina, Puerto Rico,</td>
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<td>South Carolina, Virginia, West Virginia</td>
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Allocation of Regent Financial Support

Each year, ACHE provides Regents with an allocation of financial support. The purpose of this nominal financial support is to help defray some of the expenses commonly incurred in your role as Regent and not reimbursed by ACHE, such as printing and mailing expenses, telephone/conference call expenses, and travel costs incurred when meeting with your Regents Advisory Council, chapters or the Higher Education Network participants in your area. The formula for calculating the Regent allocation support is $2.30 per member, based on ACHE’s official census from May each year. The minimum level of support is $460.

Regents are NOT required to itemize expenses and submit reports on use of the funds to ACHE. If you elect to have the allocation made payable to you, you may want to keep expense records for tax purposes and ACHE is obligated to report the allocation to the IRS as taxable income. To avoid receiving a Form 1099 for the allocation as taxable income, ACHE gives you the opportunity to have your Regent allocation check addressed to your employing organization or the local chapter. If you choose to have this paid to your employing organization or to your local chapter, you should make arrangements for accessing these funds when needed.

ACHE Governance

The ACHE Governance System

ACHE is governed by a Board of Governors that serves the usual functions of a board of directors. The Board of Governors appoints the president and chief executive officer of ACHE, who leads the staff organization and serves as a nonvoting member of the board. In addition, the board consists of three Chairman Officers and 12 Governors. The Governors and the Chairman-Elect are elected by the Council of Regents, most of whom are directly elected by Members, Fellows and Life Fellows. The Board of Governors sets the direction of ACHE through the strategic plan, annual budget and organization-wide performance objectives.

The Council of Regents is organized into six districts as depicted on the map included in this manual. These district organizations work with chapters, the Higher Education Network and others in the local healthcare community to deliver programs, products and services to healthcare executives, faculty, students and the supplier community. Chapters and the Higher Education Network are contractual partners who are not part of the ACHE governance structure. The staff organization
supports the district organizations and also works with content, value-added and hospitality partners to deliver additional programs, products and services.

**Governor Liaisons to Districts**

Each district has two Governors as liaisons between the district and the Board of Governors. When possible, the Governors are employed in their assigned district. At times, one or more of the Governors actually work in a different district. The Governor representing the uniformed services/Veterans Affairs is always assigned to District 6. District assignments are determined each year by the ACHE Executive Committee and are announced in January. The assignments are effective for the Convocation year beginning in March.

**District Meetings**

Regents and Governors meet for district meetings four times per year. These meetings are convened and chaired by the Governors assigned to the district as liaisons. The assigned regional director and other senior ACHE staff are typically present. Schedule information, agenda, etc., are sent to the Regent prior to each meeting.

Two of these meetings are face to face—during the Congress on Healthcare Leadership (March) and the Chapter Leaders Conference in the fall. For the fall district meeting, ACHE will reimburse the Regent for travel (coach class air travel) and up to two nights of hotel accommodations, in accordance with the ACHE travel policy. Expense forms will be provided. Travel and accommodations for Congress are not reimbursed by ACHE although Congress registration is complimentary.

Two district meetings are held via conference call in the summer following the June Board meeting and in the winter following the November Board meeting.

**Regents Advisory Councils**

Both geographic and federal sector Regents are expected to gather input and advice from the members they represent and coordinate activities within their jurisdiction. Federal sector Regents are required to accomplish this through the Regents Advisory Council (RAC). Geographic Regents are not required to appoint a RAC, however, you may not appoint the chapter board as your RAC unless it has additional responsibilities beyond its role as a chapter board. If you decide to appoint the chapter board as the RAC, Regents must use the online appointment tool to appoint each member for them to receive credit for RAC service. Regents that have multiple chapters serving their jurisdiction are expected to have a way to communicate with and coordinate the activities of their chapters. This may be part of or separate from the RAC. In any case, the function of the RAC is to:

- Provide advice to the Regent on matters of ACHE policy
- Promote the interests of all ACHE members represented by the Regent in the services and operations of local ACHE chapters
- Coordinate the activities of local ACHE chapters, Higher Education Network participants and other healthcare organizations to promote the mission of ACHE
The RAC is not empowered by the ACHE Bylaws and has no formal role in the governance of ACHE. RAC members serve as advisors to the Regent and may not substitute for the Regent in any meeting of the Council of Regents or the district. Final decision-making authority and accountability for any decision within the scope of the Regent always resides with the Regent and may not be delegated to the RAC. The RAC does not have the authority to make any policy statements or statements that could be construed to be the policy or position of ACHE.

The RAC may function with subcommittees, such as membership, advancement and awards, but the Regent may establish other subcommittees depending on the needs of members in the Regent’s jurisdiction.

The term of service on the RAC is one year and appointees may be reappointed. RAC members serve at the pleasure of the Regent and may be appointed or removed at any time by the Regent. RAC members should be appointed via the online appointment tool prior to June 1 of each Convocation year in order to be credited with a year of RAC service for the purpose of the ACHE Recognition Program.

The RAC should be broadly representative of ACHE members in your area and consistent with your objectives for the year. Appointees should be articulate and thoughtful representatives of their membership segment and should be able to appreciate differing points of view and diverse opinions. Underserved or neglected membership segments, particularly with respect to local chapter operations, should be considered for representation (rural, geographically remote, students for example).

While the RAC should be primarily composed of ACHE members, the mission of the RAC may be well served by some limited representation by individuals who are not ACHE members. This might include the local volunteer leadership of other healthcare associations (HFMA, MGMA, AONE, ACPE, HIMSS for example). Including their leadership on the RAC may open dialogue that would result in better coordination and increased collaboration.

The RAC should have enough members to accomplish the objectives of the Regent, but no more members than is manageable and productive.

**Report to Regents**

*Report to Regents* is a packet of information emailed to the Regents on the 10th working day of each month. It contains reports from the various divisions of ACHE, including Regional Services’ information.

**Resignation and Interim Appointment**

Occasionally, a Regent resigns his or her position before the completion of the term. This can occur because of an employment change or personal circumstance that impacts their ability to complete their Regent duties. In cases where the Regent is leaving their jurisdiction to accept new employment they may be able to continue as Regent if they have less than one year left in their term.

In rare instances, resignation may happen because the Regent has not been employed in a healthcare management position for six or more months.
If a Regent wishes to resign, he or she should give their regional director a resignation letter or email with an effective date.

The ACHE Board of Governors is required by the Bylaws to fill vacant Regent positions by appointment until an election can be conducted. Therefore, the Executive Committee of the Board will appoint a qualified Fellow to serve until the close of a Convocation year following the fall election.

Regents who resign are encouraged to suggest potential interim appointments to ACHE, but must not promise an appointment as this decision is not theirs to make.

**Elected Leaders Area of ache.org**

The Elected Leaders Area of [ache.org](http://ache.org) is available for ACHE elected officials to access documents, reports and forms that are useful in the performance of their responsibilities. Only elected officials have access. Most of the forms and tools used by Regents are available in this area.

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**HOW TO ACCESS THE ELECTED LEADERS AREA**

2. Click on the Member Center tab located along the top right side of the page.
3. On the left side of the page, click on Elected Leaders Area.
4. Log in with your email and password.

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**Chapter Relations**

**Regent Role in Chapter Governance**

The chapter agreement, signed by all ACHE chapters, requires the chapter to include any geographic Regent who is a member of the chapter as an ex officio, voting member of the chapter board of directors and as an ex officio, voting member of the chapter Nominating Committee. Each year, after Congress, ACHE will inform all chapters of any geographic Regents who are members of their chapters, including those who were recently elected to assume office in March.

This requirement gives ACHE Regents the ability to influence the operations of their chapter and to be involved in the selection of future chapter leaders.

**Healthcare Community Outreach**

**Higher Education Network**

The Higher Education Network (HEN) is a collaborative effort between ACHE and healthcare management programs designed to provide a valuable on-campus experience for students.

To be a participant in the HEN a university/college must be at least regionally accredited and offer an identifiable degree, major or concentration in healthcare management. As a benefit of participation in the network ACHE will provide the program with:
• One free, online subscription to each of ACHE’s publications: *Healthcare Executive, Journal of Healthcare Management* and *Frontiers of Health Services Management*

• A reduced fee for the annual Congress on Healthcare Leadership for the program director or a faculty designee

• A dedicated web area designed to help program directors provide a valuable on-campus student experience

In return, the program agrees to:

• Encourage their students to become Student Associates of ACHE

• Encourage graduating students to advance to Member upon graduation

• Maintain contact with the local ACHE Regent and invite the Regent (or their designee) to visit and address, through appropriate means, students annually.

A directory of participating academic programs is available on ache.org in the Member Center.

**Higher Education Network Regent Visits**

It is very important that you or your representative visit the participating programs in the HEN located in your jurisdiction. These visits are very useful to students and are intended to reinforce the value of a professional membership society to the careers and lifelong learning of practicing healthcare executives.

Each quarter, a report is made available to all Regents listing the healthcare programs (graduate and undergraduate) participating in the HEN in each Regent’s jurisdiction and tracking (or RAC members’) visits to each program. Regents should report their visits to their regional director. The HEN Report is located in the Elected Leaders Area of ache.org. Contact your regional director for assistance in reaching the HEN participants in your jurisdiction.

**ACHE Speaker Program**

The ACHE Speaker Program provides an opportunity to engage ACHE’s Chairman Officers and Governors to provide updates about ACHE and inspire local healthcare leaders. These speaking engagements must be at least 30 minutes in length and are most commonly held as part of a chapter annual meeting or joint chapter/Regent/hospital association event where a maximum number of ACHE members and potential members are present.

The intent of the Speaker Program is for the speaker to present the ACHE Update, which is a comprehensive overview of ACHE’s current strategy and initiatives. The program is not designed to provide a speaker to serve as a moderator, panelist or keynote for any other content being provided during the event.

Please contact your regional director for more information about your chapter’s eligibility.

**Career Guidance for ACHE Members**

From time to time, you may be contacted by ACHE members in your jurisdiction for career guidance
or advice. ACHE provides a wide range of career development resources to members and as Regent, you can be most effective by serving as a guide to those resources. You are not expected to serve as a career counselor as this role requires considerable training and a time commitment beyond that of Regent. Some members seeking career assistance may be experiencing some level of anxiety, and your empathy is appropriate and welcome.

Typically, members seeking career assistance can be placed into four groups:

- Students/recent graduates seeking entry-level positions
- Non-healthcare managers seeking to enter the field
- Established healthcare managers seeking to advance
- Healthcare executives who are in transition between jobs

Advice on handling each of these situations and a summary of ACHE career development resources is contained in the document *Providing Career Guidance to ACHE Members: A Resource for Regents*, which is available for downloading from the Elected Leaders Area under “Responsibilities” on ache.org. In addition, you may want to encourage members to review the Career Resources area on ache.org or contact the ACHE Career Resource Center at (312) 424-9446.

**ACHE Tuition Waiver Assistance Program**

ACHE established the Tuition Waiver Assistance Program to reduce the barriers to ACHE educational programming for ACHE members experiencing economic hardship. Regents can make members aware of the opportunity to apply for tuition waivers to ACHE education programs and make recommendations on the waiver applications of members they represent.

ACHE makes available a limited number of tuition waivers to ACHE Members and Fellows whose organizations lack the resources to fund their tuition for educational programs and for Members and Fellows in career transition. Tuition waivers are available for the following ACHE educational programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Seminars
- Online Tutorial (Board of Governors Exam preparation)
- ACHE Board of Governors Exam Review Course

Tuition waivers are not available under this program for the Leaders Conference, the Fellows Conference, the CEO Circle Forum, the Leadership Development Program or ACHE Executive and Senior Executive Programs. Other sources for scholarship may be available for these programs.

Regents may want to announce the availability of the program in their quarterly “Message from the Regent” or encourage chapters to publicize the program in their newsletter. Eligible programs will be publicized on ache.org and in brochures and newsletter announcements.

All requests are due no earlier than 16 weeks and no later than eight weeks before the program date, except for ACHE self-study courses, which have quarterly application deadlines. Incomplete
applications and applications received after the deadline will not be considered. Requests must include:

- Information attesting to the economic hardship of the applicant or the applicant’s organization.
- A detailed resume.
- Information attesting to how the program content will address challenges of the applicant’s organization and the community served, if applicable.
- Letter(s) of support from the applicant’s supervisor or senior leadership of the individual’s organization, if applicable (applicants who are in transition are expected to submit a letter from an ACHE member attesting to the individual’s commitment to continuing education and the profession).

The following restrictions apply to all waivers:

- Members are eligible for only one waiver within a three-year period.
- Waivers are awarded for specific programs for a specific individual and may not be transferred to another individual or carried over to another program.
- Waivers are for tuition only and all other expenses are the responsibility of the individual or his or her organization.

The member’s Regent will be asked to recommend whether the waiver should be granted; however, the Regent’s recommendation will not be binding.

ACHE will decide whether to award a waiver to the applicant and inform the applicant not less than six weeks before the program date. ACHE will notify the applicant’s Regent of the decision, which is final.

**Communication and Visibility**

**Regent Stationery, Business Cards and Envelopes**

Regents receive ACHE letterhead and envelopes to use when corresponding with the members in their jurisdictions. Also, each Regent is supplied with personalized business cards. If you run out of your letterhead, envelope or card supply please contact your regional director.

**Monthly Letters to Members**

On a monthly basis, ACHE will mail you a packet of letters for your signature. These letters recognize ACHE members in your Regent area in several categories related to admission and advancement. Please sign these letters promptly and mail them out using the ACHE envelopes provided to you.

**Regent’s Quarterly Newsletter and Message**

Geographic Regents are expected to produce a quarterly *Message from the Regent* for the members in his or her jurisdiction. The Division of Regional Services assists you with this task and will email it
to the members you represent. Federal sector Regents are expected to produce a quarterly newsletter for the members they represent and this is published electronically by ACHE.

Geographic Regents are asked to write their message and email it in a word document to regentmessage@ache.org on the established schedule. The schedule is emailed to Regents on a quarterly basis. Regional Services staff will proofread and lightly edit the message for clarification and accuracy. However, you are responsible for the content of your message, and Regional Services staff may contact you about any material that is inappropriate. We will make the Regent message available to the appropriate chapters for them to publish by the means established by the chapter.

Federal sector Regents (or their newsletter coordinator) will be trained by Regional Services staff to use an online newsletter publishing tool that enables them to create their newsletter using a series of short articles. The completed newsletter will be emailed to the Regent’s members by Regional Services staff.

Regents-at-Large are not expected to produce a newsletter message.

**Communication With Your Members**

There may be times when you want to communicate with the ACHE members in your jurisdiction and there are three ways to obtain this contact information:

- Contact your regional director, who can provide you with a spreadsheet with full contact information for the members in your Regent area.
- Use the Chapter Roster Tool on [ache.org](http://ache.org) to pull membership rosters with contact information. Please use this tool with caution if your Regent jurisdiction and chapter territories are not identical.
- Use the Member Directory on the [ache.org](http://ache.org) home page to search for individual members.

Please keep the following considerations in mind when using ACHE member contact information:

- This contact information is owned by the American College of Healthcare Executives. The information provided is for one time use. Member contact information changes constantly; therefore, it is important that you use the methods noted above to obtain up-to-date information.
- Member contact information is for the exclusive use of you or your Regents Advisory Council. You may not give or sell this list, in whole or in part, to any other individual or organization.
- Member contact information may only be used for communications related to your role as Regent and may not be reproduced, copied, disseminated or entered into database, in whole or in part.
- Email addresses are confidential member information. If you are communicating to a group via email, please use the Bcc field to maintain confidentiality.
- If you become aware of any changes to member contact information please forward this information to Regional Services.
**Regent Awards**

Each Regent is expected to give a limited number of awards each Convocation year to members in his or her jurisdiction. **Only ACHE members are eligible for Regent Awards.** ACHE provides a crystal sculpture and a certificate for each winner. These items are sent to the Regent for presentation to the winner(s) at an appropriate occasion, most often at a Regent event in conjunction with a state hospital association meeting. To order the awards, please visit the Elected Leaders Area under “Forms” on ache.org and complete the Regent Award Request form. On the same page is a link to a report that lists past recipients of Regent’s Awards. You will need to provide the following information on the Regent Award Request form:

1. The name of the award (i.e., Early Career Healthcare Executive Regent’s Award, Senior-Level Healthcare Executive Regent’s Award, or other name of the Regent’s choosing).
2. The name of the winner.
3. The date on which the award will be presented.
4. The name of the event at which the award will be presented (i.e., ACHE Breakfast in conjunction with the state hospital association meeting).
5. The deadline for the Regent’s receipt of materials.

**TIPS**

- Use your Regent message to promote the awards, recognize the winners and solicit nominations.
- Allow three weeks for production of the awards.
- You will receive the awards in two shipments: The crystal sculptures are sent directly from the manufacturer; the certificates are sent from the ACHE offices.
- If you have not received all or a portion of the awards three days before the presentation, please contact your regional director.

Regent’s Awards are usually presented in two categories: Early Career Healthcare Executive and Senior-Level Healthcare Executive. However, some Regents have designated their own categories of awards based on local preferences. Typical criteria for the categories are as follows:

**Early Career Healthcare Executive Award**

- A member of the American College of Healthcare Executives
- Demonstration of leadership ability
- Demonstration of innovative and creative management
- Executive capability in developing his or her organization and promoting its growth and stature in the community
- Participation in local, state or provincial hospital and health association activities
- Participation in civic/community activities and projects
- Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives
Senior-Level Healthcare Executive Award

- A Fellow of ACHE
- A CEO, COO or other senior-level executive title within the organization
- Demonstration of leadership ability
- Demonstration of innovative and creative management
- Executive capability in developing his or her organization and promoting its growth and stature in the community
- Contributions to the development of others in the healthcare profession
- Demonstration of leadership in local, state, or provincial hospital and health association activities
- Participation in civic/community activities and projects
- Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives

Regent-at-Large Awards

Each Regent-at-Large (RAL) is asked to give two awards each Convocation year to members in their districts. Only ACHE members are eligible for Regent-at-Large Awards. ACHE provides a crystal sculpture and a certificate for each winner. These items are sent to the RAL for presentation to the winner(s).

One award is presented to a deserving ACHE member at an appropriate occasion, most often at an event in conjunction with a state hospital association meeting, annual chapter meeting or other special event. To order this RAL award, please visit the Elected Leaders Area under “Forms” on ache.org and complete the Regent Award Request form. The information required is the same as a Regent Award request.

The second RAL award is presented to a chapter that has met the criteria for achievement in diversity and is presented to the chapter at the annual Chapter Leaders Conference in the fall. Regional Services sends a nomination form to the Regents-at-Large prior to the conference. The RAL sends the nomination form to each Regent in their respective district and solicits nominations for the award. Each Regent has the opportunity to nominate a chapter to receive the Regent-at-Large Chapter Diversity Award when the criteria is met.

Once all nominations have been received and the winners selected, the awards are presented at the Chapter Leaders Conference, diversity award citations are produced and the award winners are mentioned in the Chapter Leaders Update and at Congress during the Malcolm T. MacEachern Memorial Lecture and Luncheon.

Attendance and Participation

Congress on Healthcare Leadership

Regents are expected to attend ACHE’s Congress on Healthcare Leadership each year during their term in office to participate in meetings of the elected leadership of ACHE and to be a visible ACHE representative at our premier educational event. Congress is an educational and networking program attended by more than 4,000 ACHE members and is the premier event for the elected
leadership of ACHE. Some of the key events conducted in concert with Congress that Regents are expected to attend include:

- Regents Leadership Conference
- Council of Regents Meeting/Annual Membership Meeting
- District Meeting
- Regents Recognition Reception and Dinner
- Convocation Ceremony
- Student Associate Networking Reception
- Chapter Leaders Networking Reception

A preliminary Regent Congress schedule typically appears in the November Report to Regents followed by the final schedule that is emailed in January.

**TIPS**

- The basic registration fee for a Regent to attend the Congress on Healthcare Leadership is waived and may not be transferred to another member. Regents can register online at ache.org. Registration fees will be automatically waived when a Regent registers online.
- ACHE does not reimburse the Regent for his or her expenses related to travel and accommodations to attend the Congress on Healthcare Leadership or its related events.
- All Congress hotel reservations are accepted on a first-come, first-served basis so make your reservations early. ACHE does not reserve hotel rooms for Regents and may not be able to help you with hotel reservation issues if the hotel(s) are sold out.

**Regent Tuition Waivers**

In addition to the Congress registration waiver, each Regent receives a tuition waiver for a second ACHE educational program of his or her choice as follows:

- Webinars
- Cluster Seminars (Two-day seminars offered at clusters)
- Online Seminars
- Self-Study Programs

Tuition waivers may not be used for On-Location Programs (ACHE seminars purchased and sponsored by local groups).

Please note that ACHE does not reimburse the Regent for the cost of travel and lodging to attend educational programs. When completing the Regent’s registration form, write “Regent—tuition waived” at the top of the form and send it to ACHE according to the instructions outlined in the program brochure.
Reporting and Recognition

Regent’s Activity Report

The Regent’s Activity Report is a monthly report prepared by Regional Services staff. It documents the Regent’s action on various activities, including the production of newsletter messages, presentations of Regent’s Awards, attendance at district meetings, and visits to chapters and Higher Education Network participants. If there are any changes or updates that need to be made, please make the corrections on the report and email it to your regional director. The report is posted monthly in the Elected Leaders area of ache.org.

The Regent’s Activity Report is used by the Governors to monitor Regent activity in their assigned district and by the Regent Assessment Committee in its review and evaluation of Regent performance. Review the report each month to ensure its accuracy.

Regent Recognition Program

Each year, Regents are recognized during the Regents Leadership Conference for exceptional performance and outstanding projects. This conference is held in conjunction with the Congress on Healthcare Leadership on the Saturday morning preceding the beginning of the Congress. The categories of recognition are:

- Federal sector: New member recruitment
- Federal sector: Member advancement to Fellow
- Geographic and federal sector: Best quarterly newsletter or newsletter message
- All Regents: Regent-led chapter collaboration project

Regent-Led Chapter Collaboration Project Award

The purpose of this award is to recognize the most innovative and collaborative project led by a Regent that involved one or more chapters and which resulted in significant value for ACHE members. This is a great opportunity for you to acknowledge the contributions made by you, the leadership of your chapter(s) and others in advancing the field of healthcare management. Consider programs that advanced ACHE’s interests and values with higher education programs/students and state, regional, and/or local healthcare associations/groups; reached out to under-represented healthcare executives for greater diversity; or filled gaps in service and value not previously addressed.

A nomination form is distributed in November. All projects submitted for award consideration are mentioned in the Regent Leadership Conference agenda booklet.

ACHE Recognition Program

The ACHE Recognition Program recognizes volunteer service to the healthcare management profession and to ACHE. We honor those who give of their time in many ways, especially at the local level as chapter volunteers. The recognition system is based on points that a member accrues
through the performance of specific activities or services to the healthcare profession, to ACHE chapters or to ACHE.

The points are awarded to active ACHE members for a specific service performed or a specific position held for at least nine months during the specified Convocation year. The points accumulate over time while an individual is an ACHE member provided there is not a continuous five-year period without ACHE membership. Points begin to accrue for members beginning with the 2003–2004 Convocation year. Recognition is bestowed at three levels of accumulated points for Service (first level), Distinguished Service and Exemplary Service (highest level). Awardees are congratulated with a personal letter from the ACHE Chairman and with a listing on ache.org. The awardees are recognized locally and among one’s peers at a chapter event. An awardee is presented a certificate, suitable for framing, along with a membership lapel pin that displays one, two or three stars to signify the level of service recognized. In addition, the individual’s member directory listing on ache.org displays one, two or three stars to signify the level of service recognized.

Points are accumulated once a year in April for all active members and the awardees and chapters are notified shortly thereafter. Members whose dues are not renewed at the time points are accumulated will not be recognized in the current year. They will be recognized the following year if they reinstate their membership.
APPENDIX A – Geographic Regent Position Description

Summary:
The Geographic Regent is the ACHE leader within a specified geographic jurisdiction elected by the voting members to represent the interests of members in the governance of ACHE and its chapters. In this role, the Regent (Geographic) promotes the vision, mission and values of ACHE by:

- serving on the Council of Regents;
- advising the local ACHE chapter(s);
- reaching out to the local healthcare community; and
- facilitating communications between ACHE and the local healthcare community.

The Geographic Regent is expected to be well-informed about the policies, programs and services of ACHE through active participation in these activities and to be visible and active in the local healthcare community.

Duties and Expectations:

1. ACHE Governance
   1.1. Serve on and attend the annual meeting of the Council of Regents, including the Regents Leadership Conference and district meetings, as scheduled.
   1.2. Provide advice and counsel to the Board of Governors, as requested.
   1.3. Recommend members to serve on ACHE committees and task forces, as requested.
   1.4. Encourage and mentor potential candidates for Regent.

2. Chapter Relations
   2.1. Serve as an ex-officio, voting member of the board and nominating committee of the ACHE chapter of which they are a member.
   2.2. Advise the leaders of the ACHE chapter(s) regarding the strategic direction, programs and policies of ACHE, as requested.
   2.3. Advise the Board of Governors and ACHE staff regarding the needs and requirements of ACHE chapters, as requested.
   2.4. Regents with multiple chapters that serve the members in their jurisdiction are expected to use an appropriate mechanism to communicate with the chapter president of each chapter for communication and coordination among the chapters within the Regent’s jurisdiction. This may be in addition to or separate from the Regents Advisory Council, if one is appointed by the Regent.

3. Healthcare Community Outreach
   3.1. Reach out to chief executive officers and other senior-level healthcare executives in the jurisdiction to encourage their participation in ACHE through affiliation, advancement and chapter participation.
      3.1.1. Conduct an annual campaign to increase ACHE membership among chief executive officers of hospitals and health systems.
   3.2. Establish and maintain contact with the program directors of ACHE Higher Education Network participants, and other undergraduate and graduate health administration
programs, within their jurisdiction and promote participation in the ACHE Higher Education Network.

3.2.1. Speak, or arrange for a representative to speak, to healthcare administration students of schools enrolled in the ACHE Higher Education Network on the value of ACHE affiliation as a Student Associate and as a Member.

3.3. Establish and maintain contact with the state hospital association executive to plan ACHE events in conjunction with the state hospital association events.

3.3.1. Host, or arrange for a chapter to host, an ACHE event during the annual state or metropolitan/regional hospital association meeting (or hold an alternative event with similar exposure).

4. Communication and Visibility

4.1. Solicit and encourage input from members and chapter leaders regarding the ACHE strategic plan and policies and programs that affect them.

4.2. Write and supply to ACHE, for editing, a quarterly “Message from the Regent” to be published by ACHE and/or in the local ACHE chapter newsletter(s).

4.3. Sign and mail welcome/congratulatory letters to new Members, Fellows, and recertified Fellows (Letters provided in monthly Report to Regents mailing).

4.4. Promote advancement and serve as a reference and/or interviewer for Members in the process of advancement to Fellow status.

4.5. Present up to the authorized number of Regent’s Awards each year.

4.6. Assist members with accessing the appropriate programs, products and services of ACHE, including career development services.

5. Attendance and Participation

5.1. Register and attend ACHE’s Congress on Healthcare Leadership.

5.1.1. Governance-related functions include a District Meeting, the Regents Leadership Conference, Council of Regents Meeting, Annual Membership Meeting, Regents Recognition Dinner, and Convocation Ceremony.

5.1.2. Congress functions include attendance at educational sessions, luncheons, and various receptions (tuition is waived).

5.2. Attend the Fall District Meeting, the Chapter Leaders Conference and two District teleconferences each year.

5.3. Attend ACHE events held in conjunction within the state and metropolitan healthcare association meetings, as feasible.

5.4. Attend an ACHE conference or seminar each year (tuition is waived), as feasible.

5.5. Attend local meetings of the chapter(s) within their jurisdiction at least once per year, as feasible.

5.6. Serve as an example to ACHE members by making a meaningful annual tax-deductible contribution to the ACHE Foundation’s Fund for Healthcare Leadership.

Financial Support:
Regents of ACHE will be reimbursed for reasonable, actual expenses incurred when traveling to the Fall District Meeting and will be given an allocation at the beginning of the year to cover additional expenses incurred while conducting official ACHE business.

Eligibility Criteria:
Fellow of ACHE in good standing and eligible to vote in the jurisdiction they represent.
**Recommended Knowledge, Skills and Experience**

- Knowledge of the programs, products and services of ACHE and the local chapter(s)
- Knowledge of the local healthcare community including senior-level healthcare executives, higher education programs in health administration and state and regional healthcare associations
- Negotiation, influencing and policy decision/analysis skills
- Personal organizational and planning skills
- Experience with the operations of ACHE and the local chapter(s)

**Term:**

Three years

No Regent shall be elected to a consecutive term, except a Regent who fills a vacancy for less than two years. He/she shall be eligible for election to an immediately succeeding full term.
APPENDIX B – Federal Sector Regent Position Description

Summary:
The Federal Sector Regent is the ACHE leader within a specified federal healthcare sector (Air Force, Army, Navy, Veterans Affairs) jurisdiction elected by the voting members to represent the interests of members in the governance of ACHE. In this role, the Federal Sector Regent promotes the vision, mission and values of ACHE by serving on the Council of Regents and fostering the participation and active involvement of federal sector members in the programs, products and services of ACHE. The Regent (Federal Sector) is expected to be well-informed about the policies, programs and services of ACHE through active participation in these activities and to be visible and active in the federal sector healthcare community represented by their jurisdiction.

Duties and Expectations:
1. ACHE Governance
   1.1. Serve on and attend the annual meeting of the Council of Regents, including the Regents Leadership Conference and district meetings, as scheduled.
   1.2. Provide advice and counsel to the Board of Governors, as requested.
   1.3. Recommend members to serve on ACHE committees and task forces, as requested.
   1.4. Encourage and mentor potential candidates for Regent.
2. Healthcare Community Outreach
   2.1. Reach out to chief executive officers/commanding officers and other senior-level healthcare executives in the jurisdiction to encourage their participation in ACHE through affiliation, advancement and chapter participation.
      2.1.1. Conduct an annual campaign to increase ACHE membership among chief executive officers/commanding officers of federal hospitals and health systems.
   2.2. Establish and maintain contact with the program directors of ACHE Higher Education Network participants within their jurisdiction and promote participation in the ACHE Higher Education Network.
      2.2.1. Speak, or arrange for a representative to speak, to healthcare administration students of schools enrolled in the ACHE Higher Education Network on the value of ACHE affiliation as a Student Associate and as a Member.
   2.3. Establish and maintain contact, through a Regents Advisory Council, with the leadership of federal sector healthcare elements (bases, medical centers, clinics, etc.) to facilitate cooperation and collaboration with ACHE and the ACHE chapter that serves those elements.¹
   2.4. Encourage federal sector members to be active participants in the chapter of which they are a member.
3. Communication and Visibility
   3.1. Solicit and encourage input from federal sector members regarding the ACHE strategic plan and policies and programs that affect them.
   3.2. Write and supply to ACHE for editing, a quarterly Regent newsletter to be published by ACHE.

¹Regents representing the uniformed services jurisdictions have a unique relationship with the Network of Overseas Healthcare Executives that is very much like the relationship of geographic Regents to their local chapter, including service on the chapter board of directors. ACHE does not intend to change this relationship.
3.3. Sign and mail welcome/congratulatory letters to new Members, Fellows and recertified Fellows (Letters provided in monthly Report to Regents mailing).

3.4. Promote advancement and serve as a reference and/or interviewer for Members in the process of advancement to Fellow status.

3.5. Present up to the authorized number of Regent’s Awards each year.

3.6. Assist members with accessing the appropriate programs, products and services of ACHE, including career development services.

4. Attendance and Participation

4.1. Register and attend ACHE’s Congress on Healthcare Leadership.
   4.1.1. Governance-related functions include a District Meeting, the Regents Leadership Conference, Council of Regents Meeting, Annual Membership Meeting, Regents Recognition Dinner, and Convocation Ceremony.
   4.1.2. Additional Congress functions include attendance at educational sessions, luncheons, various receptions and a Corps Chiefs Meeting (tuition is waived).

4.2. Attend the Fall District Meeting, the Chapter Leaders Conference and two District teleconferences each year.

4.3. Attend an ACHE conference or seminar each year (tuition is waived), as feasible.

4.4. Serve as an example to ACHE members by making a meaningful annual tax-deductible contribution to the ACHE Foundation’s Fund for Healthcare Leadership.

Financial Support:
Regents of ACHE will be reimbursed for reasonable, actual expenses incurred when traveling to the Fall District Meeting and will be given an allocation at the beginning of the year to cover additional expenses incurred while conducting official ACHE business.

Eligibility Criteria:
Fellow of ACHE in good standing, eligible to vote in the jurisdiction they represent.

Recommended Knowledge, Skills and Experience

- Knowledge of the programs, products and services of ACHE
- Knowledge of the programs and initiatives of the federal sector agencies that affect the members of the jurisdiction
- Negotiation, influencing and policy decision/analysis skills
- Personal organizational and planning skills
- Experience with the operations of ACHE

Term:
Three years
No Regent shall be elected to a consecutive term, except a Regent who fills a vacancy for less than two years. He/she shall be eligible for election to an immediately succeeding full term.
APPENDIX C – Regent-at-Large Position Description

Summary:
The purpose of the Regents-at-Large is to promote diversity in the governance of ACHE with respect to race, ethnicity, gender, religion, age, sexual orientation or disability. In this role, the Regent-at-Large promotes the vision, mission and values of ACHE by fostering the diversity of ACHE’s leadership through programs developed to assist Regents (both Geographic and Federal Sector) with increasing the diversity of chapter and ACHE leadership and volunteer corps and by being a visible and diverse voice in the ACHE governance structure.

The Regent-at-Large is expected to be well-informed about the policies, programs and services of ACHE through active participation in these activities and to be visible and active in the healthcare community.

Duties and Expectations:
1. ACHE Governance
   1.1. Serve on and attend the annual meeting of the Council of Regents, including the Regents Leadership Conference and district meetings, as scheduled.
   1.2. Provide advice and counsel to the Board of Governors, as requested.
   1.3. Recommend members to serve on ACHE committees and task forces, as requested.
   1.4. Encourage and mentor potential candidates for Regent-at-Large.

2. Diversity Leadership
   2.1. Serve as an advisor to the Regents of his/her assigned District in fostering greater diversity in chapter and ACHE leadership by:
      2.1.1. Reaching out to the Regents in his/her assigned District to identify ways that greater diversity in ACHE membership and leadership could be achieved;
      2.1.2. Working with other Regents-at-Large, the Regents in his/her assigned District and ACHE staff to develop and implement programs to facilitate greater diversity; and
      2.1.3. Assessing the impact of these programs for possible replication.

3. Communication and Visibility
   3.1. Be available, on an individual basis, to members and volunteer leaders for consultation and advice regarding diversity in healthcare management, as requested.
   3.2. Promote advancement and serve as a reference and/or interviewer for Members in the process of advancement to Fellow status.
   3.3. Present up to the authorized number of Regent’s Awards each year.
   3.4. Assist members with accessing the appropriate programs, products and services of ACHE, including career development services.

4. Attendance and Participation
   4.1. Register and attend ACHE’s Congress on Healthcare Leadership.
      4.1.1. Governance-related functions include a District Meeting, the Regents Leadership Conference, Council of Regents Meeting, Annual Membership Meeting, Regents Recognition Dinner, Convocation Ceremony and a Regent-at-Large Planning Session.
      4.1.2. Congress functions include attendance at educational sessions, luncheons and various receptions (tuition is waived).
   4.2. Attend the Fall District Meeting, Chapter Leaders Conference and two District teleconferences each year.
   4.3. Attend up to two teleconference meetings of the Regents-at-Large each year.
4.4. Attend an ACHE conference or seminar each year (tuition is waived), as feasible.

4.5. Serve as an example to ACHE members by making a meaningful annual tax-deductible contribution to the ACHE Foundation’s *Fund for Healthcare Leadership*.

**Financial Support:**
Regents-at-Large of ACHE will be reimbursed for reasonable, actual expenses incurred when traveling to the Fall District Meeting and will be given an allocation at the beginning of the year to cover additional expenses incurred while conducting official ACHE business.

**Eligibility Criteria:**
Fellow of ACHE in good standing who is diverse with respect to race, ethnicity, gender, religion, age, sexual orientation, or disability.

**Recommended Knowledge, Skills and Experience**
- Knowledge of the programs, products and services of ACHE, the programs of the Institute for Diversity and Health Equity and the diversity affinity organizations
- Knowledge of and experience with the development and/or operation of diversity management and leadership development programs
- Negotiation, influencing and policy decision/analysis skills
- Personal organizational and planning skills

**Term:**
Three years
No Regent-at-Large shall be appointed to a consecutive term, except a Regent-at-Large who fills a vacancy for less than two years. He/she shall be eligible for appointment to an immediately succeeding full term.
VISION
To be the preeminent professional society for leaders dedicated to improving health.

MISSION
To advance our members and healthcare management excellence.

VALUES
As members of the American College of Healthcare Executives, we are committed to:

  Integrity: We advocate and demonstrate high ethical conduct in all we do.

  Lifelong Learning: We recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations and our profession.

  Leadership: We lead through example and mentoring and recognize caring must be a cornerstone of our professional interactions.

  Diversity and Inclusion: We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.